

2022 Strategic Plan

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Executive Summary

Our work in Human Services is centered around the Vision of Issaquah as a welcoming, inclusive, equitable and just community, with a broad range of social services, where every person is respected, and where meeting basic human needs is a shared responsibility.

With an estimated population of 40,060, Issaquah is a beautiful and thriving City, with a strong sense of community, and devoted social service organizations.

The Human Services functions in the City focus on providing resources and caring for the well-being of the most vulnerable community members, including residents with low-incomes, disabilities, individuals who are homeless, immigrants, refugees, and other groups historically marginalized based on their race, age, sexual orientation, emotional, physical ability, or other factors.

Issaquah's first Human Services Strategic Plan is created to guide the Human Services initiatives for the next five years, to help inform priorities, and to provide a roadmap for social services investments, policy recommendations, advocacy, and technical assistance needs.

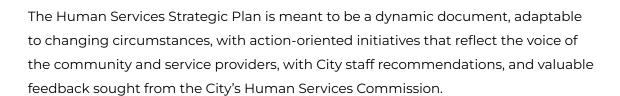
Service gaps identified during the engagement with residents and non-profit partners were grouped into four categories:

Physical & behavioral health
 Housing continuum, including housing affordability and homelessness
 Culture-specific services & language access
 Community resources

Executive Summary

The City's goals for the next five years were established with a commitment to advancing equity, diversity, inclusion, and social justice through initiatives and strategic actions that prioritize services to community members most impacted by historical inequities. Therefore, the recommendations set forth by the Human Services Strategic Plan, may be summarized as follows:

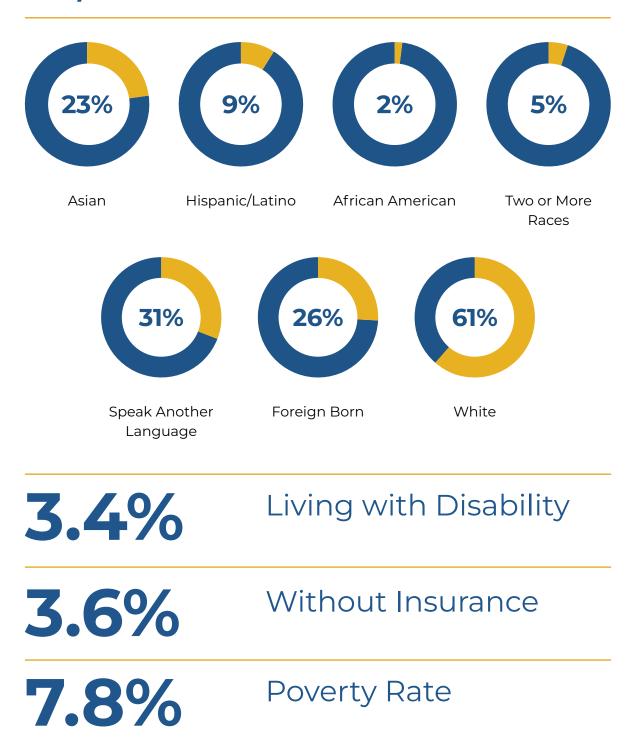
- Support expansion of new services to Issaquah, prioritizing behavioral health, services for individuals who are homeless, and culture-specific & language access services.
- 2. Sustain existing services.
- 3. Facilitate community access to existing and new services.
- 4. Prioritize equity, culture, and language access.



We thank our partners for the meaningful contributions, and we look forward to working together to ensure each community member has access to resources they need to thrive.



40,060 Residents



City of Issaquah Characteristics and Demographics

The City of Issaquah is a growing, thriving, community with an expanding diversity that attracts families and communities from all over the world, businesses, and outdoor enthusiasts.

Known for its beautiful natural surroundings, the City has a balanced approach in bringing together the old and the new: committed to preserving its heritage and natural environment, while managing a careful plan for growth and business opportunities. Within this balanced approach lies a commitment to care for human and social needs, and to be a welcoming, inclusive community where every person is considered essential, and where meeting basic human needs is a shared responsibility.

According to the <u>US Census Bureau</u>, in 2020, Issaquah's population reached 40,060 people. The current poverty rate is 7.8% (approximately 3,124 residents), the same as King County's overall poverty rate. Of those in poverty, over half, 51.7% are in the labor force. The median rental cost in Issaquah is \$1,982 per month, and the median house value is \$642,300.

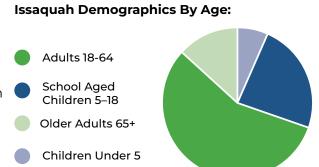
The racial and ethnic groups in Issaquah include Asian (23.2%), Hispanic or Latino (9%),

Black or African American (2.11%), White, not Hispanic or Latino (61.4%), Two or More Races (5.31%). The US Census Bureau notes that Hispanic or Latino can be of any race, therefore they may be included in applicable race categories as well. 30.51% of Issaquah residents speak a language other than English and 26% are foreign born.

Languages in Issaquah English (69.5%) Asian and Pacific Islander Languages (13.5%) Other Indo-European Languages (8.5%) Spanish (7.4%) Other Languages (1.1%)

Commitment to Equity

The average age in Issaquah is 37.6 years old with 6.8% children under five, 23.5% school aged between 5-18 years old, 56.6% are adults 18-64 years old and 13.1% are adults over 65 years old. The non-English languages spoken by the largest population groups are Asian and Pacific Islander languages, spoken by 13.53% of the population, followed by the Hispanic/Latino population, which represents 9% of the city's demographics.



The City's commitment to advancing equity, diversity, inclusion, and social justice is promoted through action-focused initiatives that include self-evaluation and accountability through the eyes of our various stakeholders and the communities we serve. Issaquah is committed to listening to a diverse range of opinions, stories, and perspectives, continuing the dialogue, and implementing change as a community. While we believe that we are welcoming and inclusive, we recognize that this work needs to be continuous.

A disproportionate representation of certain populations living in poverty was evident in our findings. 77.4% of the residents living in poverty in Issaquah are non-white. The groups most likely to live in poverty are Hispanic/Latino residents with 32% in poverty

(9% of the general population) and those who identify as Other race, with 40.8% living in poverty (3.62% of the general population). 4.27% of White residents in Issaquah are in poverty (65.69% of the general population), and 4.6% of those who identify as Two or More Races (5.31% of the general population). The poverty rate among those that worked full-time for the past 12 months was 2.08%, among those working part-time was 9.17%, and for those that did not work, the poverty rate was 14.22%.

Other Race (3.62% of General Population) 40.8% Hispanic/Latino (9% of General Population) 2 or more Races (5% of General Population) 4.6% White (65.69% of General Population) 4.3%

Residents Living in Poverty

Human Services Roles & Functions

The City of Issaquah has supported the community's human service needs through funding and collaborating with local and regional agencies to establish programs and services aimed at enhancing people's lives. The primary funding mechanism has been through the City's Human Service grants, a competitive grant process to support non-profit agencies that provide an array of services to Issaquah residents.

In 2021, to help respond to the growing needs in the community, the City's Human Services functions were expanded to include a broader range of Human Services initiatives and community equity initiatives.

In June 2021, the Human Services Division established a Behavioral Health and Homeless Outreach Program in collaboration with Issaquah Police Department. This program helps community members in crisis access a broad range of supportive services, including shelters, transitional or supportive housing, rental assistance, basic needs, food and clothing, health supports, mental health and/or substance use services, transportation, vocational and educational services, etc.



In August 2021, the Issaquah Municipal Court launched the Community Court, an alternative to the traditional court system. The problem-solving Community Court model aims at reducing recidivism by supporting individuals with low-level crimes access social services, treatment, educational, and vocational programs. The Human Services Division's functions further expanded to assist community members participating in the Community Court program to access needed services.

The Human Services Division has led the City's focus on community efforts towards equity and social justice. These efforts include Cultural Conversations and recognition of various cultural events. In August 2021, the City created an Equity Board, a community commission staffed by the Human Services Division, to help guide the City on its diversity and inclusion initiatives.



City's Roles in Human Services

- Policy Framer
- Funder
- Connector
- Advocate
- Supporter



To help accomplish the Human Services initiatives in the community, the City of Issaquah takes on the following roles in the community:

Policy Framer: The City frames policies for City Council's consideration to help advance legislation in human services.

Funder: The City awards funds to community-based organizations to support services that are of highest priority need for the community.

Connector: The City connects residents with services, as well as various service providers with resources and funding opportunities.

Advocate: The City speaks on behalf of its non-profit partners, advocates for allocation of human services resources, and promotes policy changes to county, state, and federal entities.

Supporter: The City provides technical assistance to organizations and supports their work in the community through staff resources, promotion of services, timely updates, events, etc.

Strategic Plan Overview

The vision, values, priorities, and goals in this plan serve as a guide for making decisions on allocating funds for service expansion or stabilization, and for taking action to pursue the goals included in the plan.





The community needs an all-encompassing resources hub that provides an integration of services.

-Griffin Cole, *Issaquah Meals Program, Catholic Community Services*

Methodology

Research of similar work conducted in other jurisdictions.

Analysis of historical information available internally at the City of Issaquah.

Interviews with non-profit service providers and community partners in Issaguah and the King County region.

Online and in-person surveys conducted with the Issaquah community at large and with select community groups most impacted by limited resources in the human services arena.

Analysis of available external reports and quantitative data that supports our findings.



The purpose of the City's Human Services Strategic Plan is to help inform the community priorities in human services for the next five years, and to help accomplish the City's roles in human services, by providing a roadmap for policy decisions, investments & allocation of funds, advocacy, and technical assistance needs.

Throughout this plan, information gathered through community engagement is presented to illustrate both, the existing resources, and the barriers faced by specific populations in Issaquah. For the first time, the human services community engagement was offered in Spanish and Chinese, in addition to English. This provided valuable insights into how important language access is in fully understanding the needs of the community and the nuances for each culture.

With input from the Human Services Commission, an equity lens was applied to data gathered in the community, which helped set the priorities and goals with special consideration for the populations most impacted by inequities.

This work builds upon applicable information from a previous Human Services related Community Needs Assessment conducted in 2017, as well as work conducted on a Healthy Community Strategy in 2019.

Alignment with other Plans

The <u>Issaquah Citywide Strategic Plan</u> includes human services elements in the Social & Economic Vitality priority. Housing affordability, campaigns to increase awareness on accessibility, facilitate location and expansion of services locally, as well as the adoption of a Healthy Community Strategy (now streamlined to a Human Services Strategic Plan) are noted in the Social & Economic Vitality strategic priority of the Citywide Strategic Plan, and they have been incorporated in this plan.

Human Services Elements in Issaquah Comprehensive Plan.

The City recognizes the importance of planning for human services and adopted a Human Services.

Element in its Comprehensive

Plan. The Human Services element covers a wide range of policy related issues, from basic needs, food security, community resources, transportation, affordable housing, shelters, aging in place, diversity and language barriers, regional and local collaboration. Policies from the Comprehensive Plan have been integrated with the Human Services Strategic Plan.



Human Services Vision & Guiding Principles

The well-being of the Issaquah community is the focal point of our work. We honor the dignity of the people we serve, and we promote self-determination.

The Human Services values serve as guiding principles and have been at the forefront of the strategic planning work. The values also guide our work in decision making processes and day-to-day operations.

Equity, Inclusion & Social Justice

We promote equity, inclusion, and commitment to social justice throughout the diverse community we serve. While we believe that we are welcoming and inclusive, we recognize that this work needs to be continuous.

Community Well-Being

The well-being of the Issaquah community is the focal point of our work. We honor the dignity of the people we serve, and we promote self-determination. We support innovative programs that promote resilience, self-sufficiency, and help people take control of their own lives in meaningful and sustainable ways.

Service Excellence

We strive for excellence in every action we take. We prioritize a strength-based approach and a can-do attitude in all of our initiatives, focusing on being flexible and adaptable in order to meet the ever-changing needs of our community. We are committed to continuous learning and improvement, driven by clear outcome measures.

Community Partnership

We recognize that we cannot accomplish everything alone and that we cannot thrive by working in silos. We value and uplift collaboration and coordination at every level, both internally at the City, amongst City Divisions, as well as externally in the community, with our partners.

GUIDING PRINCIPLES

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COMMUNITY WELL-BEING

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COMMUNITY PARTNERSHIP

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Community Engagement

The Human Services Strategic Plan reflects information gathered through community engagement with residents, stakeholders, and community organizations.

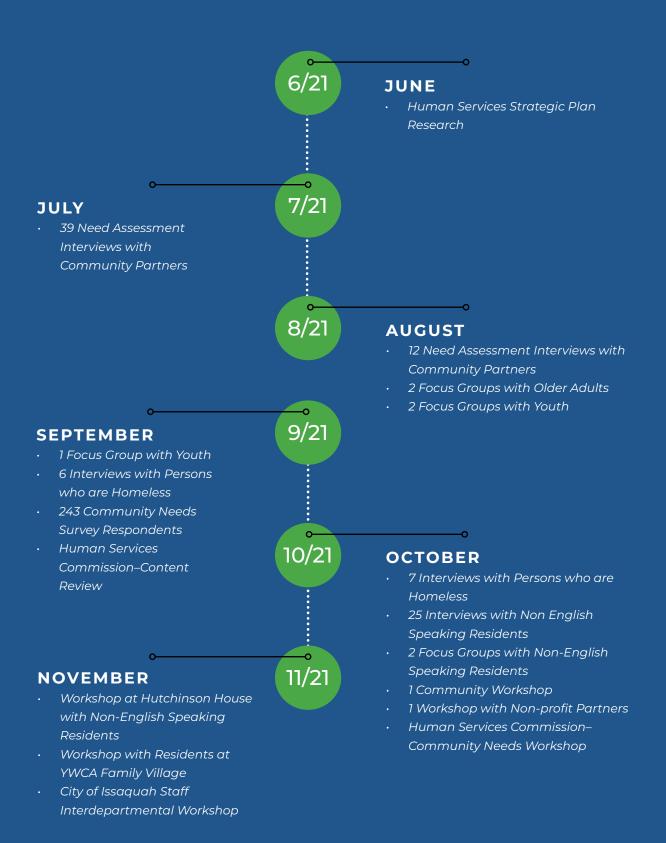
Following the 2020 COVID-19 pandemic community response, in 2021, as part of the Strategic Plan development, the Human Services Division participated in a five-month long community engagement process that was instrumental in helping inform the current community needs, and laid the foundation for priorities, goals, and strategic actions to approach identified barriers.

The Human Services Strategic Plan reflects information gathered through community engagement with residents, stakeholders, and community organizations. The participants represented many different sectors including social services, health care, behavioral health, businesses, faith community, education, first responders, Issaquah residents, seniors, youth, parents, populations with limited English proficiency, lowincome housing providers and residents, and individuals experiencing homelessness.

Information was gathered using qualitative and quantitative data. An online community needs survey offered in three languages, English, Chinese, and Spanish, with nearly 250 respondents (164 respondents in English, 64 in Spanish, 10 in Chinese), was used to inform the plan. Additional quantitative data was incorporated from the U.S. Census Bureau, U.S. Department of Labor, Washington State Department of Health, Public Health—Seattle and King County.

Qualitative data was facilitated through individual interviews, focus groups and workshops; there were over 50 community partners interviewed, 8 focus groups with specific age groups, including diversity of ethnic and racial backgrounds; 5 follow-up workshops to confirm key focus areas and approaches were also conducted.

Community Engagement Timeline



Our Community Resources and Needs

Community Partners & Existing Social Services

The services and programs available in Issaquah, many of which are funded in part by the City, strengthen the community by providing an array of basic needs, food, and related social and health services that support self-sufficiency and help our residents overcome barriers to become successful members in the community.

Key highlights of 21 community partners located in Issaquah and providing invaluable services is included below. While this may not be an exhaustive list, we made every effort to include our human services related non-profit community partners with a location in Issaquah.

In addition, the City maintains relationships with a strong network of regional service organizations. Some regional community partners visit Issaquah, provide pop-up services, or serve the community in other areas in east King County or Seattle. A complete list of Issaquah funded non-profit organizations providing services to Issaquah residents is available on the City of Issaquah's website or in paper format upon request.







Issaquah Community Partners by Areas of Service

Food, Meals & Basic Needs

- Issaquah Food and Clothing Bank provides basic needs and essentials to residents in the Issaquah School District to promote self-sufficiency.
- The Issaquah Meals program through Catholic Community Services serves nightly free meals Monday through Friday at the Issaquah Community Hall.
- The Community Meals program serves free Thursday lunches and weekend dinners at the Issaquah Community Hall.

Physical & Behavioral Health

- Swedish Hospital in Issaquah Highlands provides medical services for primary and specialty care, imaging center, Swedish cancer institute, outpatient rehabilitation, pain clinic, testing & treatment center.
- Friends of Youth provides mental health and substance use counseling services for youth and young families facing circumstances of homelessness, foster care, and behavioral health challenges.

Housing Continuum

- Issaquah Community Services provides emergency financial assistance for rental and utility bills to residents of the Issaquah School District.
- St. Vincent de Paul St. Joseph Issaquah Conference provides financial assistance including emergency rent or utility financial support.
- Acres of Diamonds is a transitional supportive housing program, serving homeless women and their children. Two transitional housing units are located in Issaquah.
- YWCA Family Village provides permanent, affordable housing and supportive services for the community.
- Imagine Housing provides permanent affordable housing with supportive services, which include 4 apartment complexes (Johnson Hill, Rose Crest at Talus, Mine Hill, Andrew's Arms) located in Issaquah.

- Alpha Supported Living Services provides supported living and group home services to adults with developmental disabilities. Four housing units are located in Issaquah.
- Life Enrichment Options (LEO) is a supportive housing program for individuals with developmental disabilities that advocates to achieve goals through supportive housing, recreation, employment opportunities and community education.



- Issaquah Schools Foundation runs the Cultural Bridges program that connects families from diverse cultures and languages with the community through events, translation services and a magazine published in 7 languages.
- Issaquah Cultural Circle (formerly the Latino Club) fosters cultural awareness by investing in organized cultural events.

Other Community Services

- AtWork! provides employment services to people with intellectual and developmental disabilities.
- Club Inclusive is a group for kids with special needs focused on acceptance and inclusion, providing a safe and fun place for kids to be themselves.

Services for Seniors

- Issaquah Senior Center is a welcoming community with social gatherings, wellness activities and meals for seniors.
- Eastside Friends of Seniors provides volunteer-based services to seniors facing the challenges of aging and independent living.





Issaquah Community Partners by Population Served

Services for Youth & Families

- The Garage A Teen Café is a safe drop-in space exclusively for high school teens to socialize or meet with a counselor.
- Influence the Choice is a community based, grassroots organization dedicated to preventing substance use and promoting the mental, physical, and social wellness of youth.
- The Tavon Center is a learning program for adults with intellectual and developmental disabilities that focuses on social development, independent living, and community connections.



Community Needs and Gaps by Focus Areas









While Issaquah is a beautiful and thriving City, with a strong sense of community and neighborly care, and with committed service organizations, a series of community barriers and challenges exist that leave a significant number of community members with no resources to access.

Notable service gaps (Appendix B) and community barriers were grouped within four themes and summarized based on trends identified during community engagement and research:

- 1. Physical and Behavioral Health
- 2. Stable Housing
- 3. Language Access and Cultural Services
- 4. Community Resources

Physical and Behavioral Health

1.1 High prevalence of mental health distress among all groups.

The interviews and focus groups conducted with Issaquah residents, provided a narrative of the mental health distress among the community of all age groups, race, ethnicity and socioeconomic status since the beginning of the COVID-19 pandemic. Behavioral health related barriers were present in the Issaquah community prior to the pandemic, however these challenges worsened in the last two years, and trends indicate significant emotional distress among all age groups, across all race and ethnicity groups, regardless of socio-economic status. The trend of mental distress identified during interviews and focus groups, was also discerned in the Issaquah Human Services Community Needs survey, conducted in August-September of 2021. Among the English version survey respondents(N169), the primary unmet need identified by households, were Mental Health Services with most reported conditions being depression, isolation, anxiety, as well as substance use.

Physical and Behavioral Health

- 1.1. High prevalence of mental health distress among all groups.
- 1.2. Shortages in mental health workforce.
- 1.3 Limited or no public behavioral health services in Issaguah.
- 1.4. Lack of culturally specific behavioral health services in Issaguah.
- 1.5. Difficulties navigating medical systems in place.
- 1.6. Limited use of preventative care, increase in urgent care use, and high medical bills.
- 1.7. Community crisis response system changes.

The 2021-2022 King County Community

<u>Health Needs Assessment</u> shows that the number of people with symptoms of depression had increased by more than 30% between April and May 2020.

<u>According to King County Public Health</u>, in October 2021, there were 8,910 Behavioral

health crisis calls among King
County residents which is a 25%
increase from October 2019.
Between August and October
2021, the demographic that visited
most frequently the emergency
department for suicidal ideation
and attempts were youth aged 1018 years old and American Indian/
Alaska Native (Seattle and King
County Public Health Report).

1.2. Shortages in mental health workforce. While this issue is not unique to Issaquah nor to the human services field, its prevalence

69.5% of Human
Services Community
Needs survey
respondents reported
mental health services
as the primary unmet
social service need in
Issaquah in 2021.

highly impacts both, low-income residents, and the broader Issaquah community. The demand for behavioral health services superseded the available licensed counselors as the industry is experiencing shortages of licensed professionals and high burnout rates, causing long waitlists and insufficient services. According to the National Center for Health Workforce Analysis, the shortages in mental health workforce are expected to deepen, as 6 vital mental health provider types will have workforce shortages of approximately 250,510 by 2025.

1.3 Limited or no public behavioral health services in Issaquah. The only outpatient behavioral health service provider offering both mental health and substance use disorder services in Issaquah that accepts public health insurance (Medicaid), is Friends of Youth, specialized to work with children and youth, up to 24 years of age. (King County Behavioral Health and Recovery Division provides centralized information regarding all public behavioral health service providers in the county including location and contact information.)

The Garage, A Teen Cafe has a part-time therapist who is available for youth attending the Garage. The Swedish Hospital, in collaboration with Issaquah School District, offers a

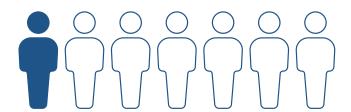
school-based counselling program for students in Issaquah School District that is free of charge to students. Swedish also offers 24/7 emergency care for community members with mental health or substance use disorders.

There are however no adult mental health or substance use providers with a location in Issaquah who accept public health insurance. Low-income residents in Issaquah seeking mental health or substance use services must travel to Bellevue, Redmond, Kirkland, or Seattle to access them.

1.4. Lack of culturally specific behavioral health services in Issaquah. Similarly, there are no behavioral health service providers in Issaquah who accept Medicaid insurance and who are specialized in providing culturally sensitive services, or services for non-English speakers.

1.5. Difficulties navigating medical systems in place. The medical system, especially the public system, is complicated, expensive, and often changing, which causes difficulties for community members with limited income, limited support systems, and multiple emotional and health related barriers, to successfully access needed services without extra support.

1.6. Limited use of preventative care, increase in urgent care use, and high medical bills. Increase in insurance costs is limiting care, and high medical bills deter residents from using preventative medical treatments, causing them to wait until needs become severe. This further increases medical bills, which worsens the financial burden faced by residents with limited incomes. According to 2021-2022 King County Community Health Needs Assessment, uninsured adults are more likely to have unmet needs due to cost. Further, 1 in 7 King County adults state that costs are a barrier to seeking needed medical care.



1 in 7 King County adults state that costs are a barrier to seeking needed medical care.



1.7. Community crisis response system changes. The community crisis system is undergoing significant changes, causing confusion among service providers and first responders regarding roles, availability of resources, and intervention models that best support the community.

Equity Considerations: Individuals with an annual income of less than \$15,000 and African American residents report higher frequency of mental distress. High-income adults are nearly twice as likely to have the social and emotional support they need, compared to low-income adults (Public Health - Seattle & King County).

According to the 2021-2022 King County Community Needs Assessment, among the racial/ethnic groups with the lowest rates of uninsured, African American/ Black adults were more than 1.5 times as likely, and Hispanic adults were more than two times as likely to report unmet medical needs due to cost.

Housing Continuum

2.1. Housing affordability & supportive housing services available in Issaquah.

Housing affordability and homelessness were identified as major needs in the community engagement process. 39% of Issaquah population is renting, and the median rental cost in Issaquah prior to the COVID-19 pandemic was \$1,982 per month. About a third of all Issaquah households are cost burdened, paying more than 30% of their income on rent or mortgage payments and 14% of households are severely cost burdened paying over 50% of their income for housing expenses. (Issaquah Annual Housing Report Card 2020)

Community Barriers Related to Housing

- 2.1. Limited affordable & supportive housing services available in Issaquah.
- 2.2. High rent increases force renters to move out of the area.
- 2.3. Limited resources for aging in place.
- 2.4. Lack of service resources for individuals who are homeless.
- **2.2. High rent increases force renters to move out of the area.** Anecdotal information gathered through surveys and interviews highlights that the end of the moratorium on evictions, caused a spike in rental costs, further limited options for low-income households and often forcing them to move out of the area.
- **2.3. Limited resources for aging in place.** Issaquah has an aging population with limited resources to help seniors stay in their homes comfortably, safely, and independently. There are not enough supportive and affordable housing facilities for seniors in Issaquah to offer a safe and comfortable living situation; 52% of seniors 75 and older live with a disability, 8.7% of 65 years older live-in poverty and about half of older adults in Issaquah live alone (Issaquah, 2020 US Census).

East King County, Point in Time Count, 2020, N=1,032

Issaquah Homeless Outreach Data, 2021, N=56



2.4. Lack of service resources for individuals who are homeless. During the

Community Engagement process, the most prevalent identified needs for homeless community members in Issaquah include places to address hygiene, behavioral health inpatient treatment, storage of personal belongings, accessing healthcare benefits, personal identification cards, financial assistance to pay medical bills and options for safe housing, including wrap around care. Beyond daily meals programs and the local Issaquah Food and Clothing Bank, there are no facilities that can help address short-term, or long-term needs for individuals experiencing homelessness in Issaquah. The lack of a community resource center in Issaquah to help meet the multiple needs of the individuals who are homeless was highlighted by community members engaged in interviews, focus groups, and workshops.

Individuals who are homeless have difficulties accessing the regional day centers and shelters due to capacity issues, and especially during inclement weather, as bus transportation is not available. Further, even if regional shelter capacity was not an issue, many who are homeless in Issaquah identify this area as their home and are reluctant to leave for shelters or other services.

According to the most recent <u>Point-in-Time Count from 2020</u>, there were an estimated 11,751 individuals experiencing homelessness in Seattle/King County and of those 1,032 were from the Eastside. East King County saw a slight increase in unsheltered individuals from 5% in 2017 to 8% in 2020.

Sheltered individuals were more likely to use at least one service compared to unsheltered. The main services accessed were free meals, bus passes and hygiene services. The main barrier to accessing services was transportation and lack of identification. The most cited reason for not using services was feeling unsafe. About 94% of all individuals experiencing homelessness reported they would move inside safe/affordable housing if available.

In June 2021, the City of Issaquah implemented a Behavioral Health and Homeless Outreach program with the goal of providing support to Issaquah residents by connecting them to social and behavioral health services they need. In the first 6 months of the program, connection was made with 52 individuals who are homeless in Issaquah. Of those, 60% reside outside in camps or streets, 21% in vehicles and 9.5% in temporary shelter and/or couch surfing.

Youth experiencing homelessness is also prioritized as teens need safe areas and shelters; 172 homeless students were reported in Issaquah School District (McKinney-Vento 2019-2020 data).



Language Access & Culture-Specific Services

According to the US Census 2020, 69.5% of Issaquah residents speak English, 13.5% speak an Asian and Pacific Island Languages, 8.5% speak another Indo-European language and 7.4% speak Spanish. 13% of non-English speaking Households in Issaquah have limited English proficiency. Of the total Asian and Pacific Island languages speaking households in Issaquah, 20% have limited English proficiency, and of the total Spanish speaking households in Issaquah, 14% have limited English proficiency (United States Census Bureau).

Language Access & Cultural services

- 3.1. Limited language access and culture-specific services.
- 3.2. Lack of providers that are indigenous to culture and language.
- 3.3. Stigmatization, feeling unwelcome, and safety.

3.1. Limited language access and culture-specific services. Interview and survey participants in Issaquah noted that information about available community resources often gets delayed or not shared at all with non-English speaking households. Many non-English speaking residents who participated in the community workshops were not aware of local organizations or programs that could assist with their needs compared to English speaking residents. This was evidenced in the 2021-2022 King County Community Health Needs Assessment, which highlights that "cultural barriers may negatively impact access, even with shared language" and that "English language proficiency is directly associated with household income. More than 20% of residents with income less than \$20,000 per year spoke English less than "very well" compared to 5.8% of people with an income of \$150,000 or more. Language barriers also limit access to education, employment, and healthcare, presenting challenges for immigrant families to meet their basic needs".



Language barriers also limit access to education, employment, and healthcare, presenting challenges for immigrant families to meet their basic needs.

3.2. Lack of providers that are indigenous to culture and language.

There is a lack of providers in human services that can speak and understand the culture for non-native residents to help navigate and obtain quality care and services. There is a missing component of relationship and trust; successful language access is not just translating information in written format but also the source and how it is shared that makes information more accessible. To bridge the gap there is a need for culturally aware navigator services.

3.3. Stigmatization, feeling unwelcome, and safety. Many low-income residents, those who identify as LGBTIQA+, refugees, and people of color report feeling stigmatized, and some people of color feel less comfortable and safe in their neighborhoods. Residents earning less than \$20,000/year report having the least amount of trust among neighbors. Residents who have low incomes, people of color, and those with limited English proficiency report feeling a higher concern for safety. (King County Resident Survey).

During a community engagement event with residents from the low-income housing at the YWCA Family Village, residents reported worrying about their safety and the safety of their children as they often feel targeted due to the color of their skin, although most often, they themselves are victims of the crimes. "Although I had my car broken into three times this year, we, low-income people, are first to be blamed when a crime happens in the Highlands."

Community resources include the organizations, public service institutions, and businesses that aid and services to residents in Issaquah. During the community engagement process, the highest needs reported for community resources included

Community Resources

affordable and accessible childcare, basic needs and technology, employment services, increased transportation options for low-income and vulnerable populations, lack of awareness of existing resources available, and a need for a resource center located in Issaguah that could facilitate these resources.

Community Resources

- 4.1. Limited affordable & accessible childcare.
- 4.2. Disparities in access to basic needs & technology.
- 4.3. Disparities in transportation options for vulnerable populations.
- 4.4. Limited job readiness & workforce development resources.
- 4.5. Lack of awareness of existing resources available.4.6. Lack of a community resource center in Issaguah.
- 4.7. Services for Older Adults.

4.1. Limited affordable & accessible

childcare. Childcare accessibility has been especially challenging due to COVID-19 closures, capacity limitations and rate increases. The average annual cost of childcare for one infant outside Seattle city limits is up to \$16,604, which represents 16% of Median Income for a married parent and 45% of Median Income for a single parent (2019 Report-The US and the High Price of Child Care). Since COVID-19, the need for necessities like food, clothing, and household products has increased significantly, which further impacts childcare affordability; according to a recent study, King County Public Health indicated in June 2020, 9% of adults and 13% of households with children did not have enough food in the last week, compared to about 5% in March 2020.

4.2. Disparities in access to basic needs

& technology. 5% of Issaquah households

do not have internet access and 2% do not have any devices (<u>American Community Survey, 2019</u>). The Issaquah Food and Clothing Bank has seen a significant increase

in demand for food and clothing with over doubling the number of residents served in 2021 compared to 2020. The total unduplicated residents served in 2021 was 2,475 compared to 1,072 residents in 2020, which is 130.88% increase or 1,403 additional residents (Issaquah Food & Clothing Bank, 4th Quarter Human Services Grant Report).

- **4.3. Disparities in transportation options for vulnerable populations.** Transportation to receive services and access local grocery stores has been a challenge since many of the metro bus lines have stopped and Issaquah's low density suburban housing often requires a car for daily mobility and the need to provide support and resources. Bus routes within Issaquah are limited 11% of Issaquah residents relied on public transportation in 2019 (American Community Survey) and 16% of Issaquah senior households do not have access to a vehicle. Public transit options in Issaquah in the last year saw a significant reduction with the elderly most impacted by the cancellation of certain routes. During an in-person community workshop at Hutchinson House, the main challenge expressed by residents included lack of transportation to grocery stores, medical appointments, and any other errands. Eliminating bus routes and closing bus stops increased isolation for older adults, and further jeopardized their safety.
- **4.4. Limited job readiness & workforce development resources.** Job readiness services are needed to help individuals live an independent life and transition back to work after the COVID pandemic. Residents with low-incomes, and those working in minimum wage jobs, need support with acquiring new skills and adapt to the new workforce demands. There is a mismatch of jobs available and workforce needs, with the largest impacts on the low-income workforce. In 2020, a single adult needed to make \$17.61 per hour to get by in King County while minimum wage in King County in 2020 was \$16.31 an hour. (University of Washington, Hourly Self-Sufficiency Standard in Washington State).
- **4.5. Lack of awareness of existing resources available.** About 20% of respondents to the Issaquah Human Services 2021 Community Needs Survey, were not familiar with services available in Issaquah, and nearly 60% were only somewhat familiar. Further, Spanish or Chinese speaking residents responding to the survey were more likely to not be familiar with services available. Nearly 30% of both Spanish and Chinese survey



takers were not familiar with services available. 61.9% of the Spanish respondents and 40% of Chinese respondents respectively, were only somewhat familiar with resources.

4.6. Lack of a community resource center in Issaquah. The need for a resource center was highlighted in each focus area and across all forms of community engagement. Whether it was expressed as a direct need to help address the need of community members from various cultures or to help address multi-service needs for those with limited incomes, or to help meet a broad range of basic needs for the homeless population, the needs for a one-stop center in Issaquah that offers multiple services and resource in one place, was called out throughout the entire community engagement process.

4.7. Services for Older Adults. In the last five years the older adult population in Issaquah has grown 23.66% with a current estimated number of 4,965 in Issaquah. As the aging population in Issaquah increases, so does the need for additional services, specifically for transportation and social support, as 16% of older adults rely on public transportation and 65% live alone in Issaquah (2019 American Community Survey).

Our Goals and Strategic Actions

Our vision for Issaquah is to be a welcoming, inclusive, and equitable community, with a broad spectrum of social services, where every person is respected and where meeting basic human needs is a shared responsibility.

The strategic goals were built on the commitment to keep community voice and equity at the forefront of our work, increase access to services, and build upon existing programs to expand the network of social service providers in Issaguah.

The identified priority goals are in direct response to needs identified in our community and represent what we hope to accomplish in each of the focus areas. The Strategic Approach provides information on how we plan to work on implementing the priority goals considering the roles of the City in Human Services.

The Strategic Actions describe the specific interventions we propose to help us achieve our goals. We proposed using SMART model for establishing our action items: specific, measurable, achievable, realistic, and time limited. Estimated start dates were identified in the plan, along with a proposed revision and target date.



VISION: OUR HOPE FOR ISSAQUAH

Our vision for Issaquah is to be a welcoming, inclusive, and equitable community, with a broad spectrum of social services, where every person is respected and where meeting basic human needs is a shared responsibility.

FOCUS AREAS





Physical and Behavioral Health Services



Language Access & Culture Specific Services



Community Resources

GOALS



Expand a comprehensive network of social services in Issaquah that meet the needs of the community.



Expand access to physical & behavioral health services in Issaquah.



Expand & support services that stabilize housing security and prevent homelessness.

Identify and implement effective ways to respond to homelessness.



Connect & engage with cultural community groups, support language access, and cultural services.



Facilitate access to community resources.



STRATEGIC APPROACH

The methods we will use to reach goals.



ACTIONS

SMART: Specific, Measurable, Achievable, Realistic, Time-based.

Funding Process

The Human Services Strategic Plan informs the Human Services priorities for the next five years. Based on funding needs, the priorities outlined in the Strategic Plan may be included in three categories:



1. Initiatives that can be implemented with existing Human Services staffing resources. Examples include:

- · connecting residents to resources
- · increasing awareness in the community
- · organizing resource & educational events
- · conducting outreach to organizations
- · sharing information, convening workgroups, providing technical assistance
- facilitating and/or coordinating training events



2. Initiatives that can be funded through the Human Services Grant Program. Examples include:

- supporting innovating projects that help address the priorities identified in the plan, including but not limited to physical and behavioral health services for low-income residents, community members working in the service industry and minimum wage jobs, individuals on public health insurance, and those who are homeless; supportive services for older adults and aging in place, supportive housing services and projects that promote financial independence, career advancement options that promote housing security, and language access and career specific services.
- supporting existing services and organizations that have established services in Issaquah, including but not limited to food, meals, and basic need service organizations, and emergency financial assistance.

Funding Process



3. Initiatives that require identification of additional onetime and/or ongoing funding sources. Those sources can include any combination of local, regional, state, federal and/or private funds. Examples include:

- · support the creation of a multi-service resource center in Issaquah
- · support expansion of virtual and in-person services to Issaquah
- · support services to help respond to homelessness in Issaquah

Potential/anticipated project cost is indicated by a range, as follows:

\$ base funding (up to \$50,000)

\$\$ medium level funding (\$50,000-\$200,000)

\$\$\$ large investments, requiring additional funds, including grants, private donations, County, State, or Federal funds (\$200,000 and up)

Decision Making Process





Focus Area #1: Overarching Community Needs

Focus Area #1: Overarching Community Needs

Overarching Community Needs were patterns identified across all human services sectors in Issaquah. Some are unique and specific to our community, while others are largely impacting the current human services field. Instead of repeating the goals in each of the service categories, we decided to group them under one separate focus area that encompasses overarching needs for all age specific groups.

Community Need #1: Lack of available services locally in Issaquah

This focus area includes services gaps in Issaquah, in particular lack of service providers with a location in Issaquah, the need for a multi-service center, and workforce challenges across all sectors, especially the mental health workforce and childcare to support youth, working adults, seniors, non-English speakers and disabled persons.

Goal #1: Expand a comprehensive network of social services located in Issaquah that meet the needs of the community.

Strategic Approach: Consolidate existing Issaquah programs and staffing, while identifying and supporting the expansion of additional organizations to Issaquah to help fill the gaps in services. Facilitate coordination among providers to help create a continuum of social services that effectively respond to human service needs locally. Promote and actively connect residents to existing and new services with the intentions to use the space as a welcoming gathering center for all.

Strategic Actions:

1.1. Create opportunities for regional service providers to expand programs to Issaquah, prioritizing behavioral health providers, services that help address homelessness, and culture & language specific organizations.

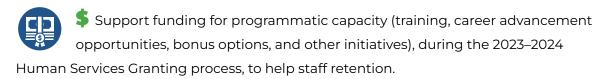
\$\$\$ Support the creation of a physical resource center/multi-service center by identifying rent subsidies that will facilitate new service locations in Issaquah, and by meeting quarterly with providers and potential funding sources to identify options for the creation of a physical resource center, with focus on attracting behavioral health providers for low-income residents and for Issaquah workforce with public health insurance, agencies that respond to homelessness, and culture-specific social service providers.



Actively engage at least two new service providers per quarter to facilitate communication and encourage expansion plans in Issaquah.

Start date: Quarter 1, 2022 | Revision and target date: December 2024

1.2. Support non-profit workforce development and continuing education (especially in behavioral health and childcare).



Advocate and educate the community, private funders, and legislators at county and state levels, at least twice annually regarding systemic change needs for non-profit workforce-development, and non-profit payment structures. Consider partnerships with membership organizations such as, Alliance for Eastside Agencies (AEA), or the Eastside Human Services Forum (EHSF), or others for this action item.

Start Date: Quarter 1, 2022 | Revision and target date: December 2023



Focus Area #2: Physical & Behavioral Health Services

This Focus Area includes strategic actions that help support residents' access to physical and behavioral health services, by supporting providers, promoting awareness and community education and by facilitating service connections.

Community Need #2: Access to Physical & Behavioral Health Services

High prevalence of mental health distress among all groups was noted as one of the main issues facing the community in Issaquah and nation-wide, with long-term impacts. Significant emotional distress among all age groups, across all race and ethnicity groups, regardless of socio-economic status was identified with specific nuances for each population group.

Goal #2: Expand access to physical & behavioral health services in Issaguah.

Strategic Approach: Promote and actively connect residents to existing and new services. Conduct community wide educational events. Support population specific services and interventions.

Strategic Actions:

2.1. Conduct community educational events that provide tools for coping with emotional difficulties.

In collaboration with behavioral-health partners, support at minimum, one annual community wide training opportunity on common behavioral health issues and resources (i.e. Mental Health First Aid, Parenting support, and other timely and relevant behavioral health related topics)

Start Date: Quarter 1, 2022 | Revision and target date: December 2023

2.2. Conduct community events to help educate residents on the importance of preventative care to help decrease high utilization of Emergency Room (ER) visits.

\$ Collaborate with medical care providers (i.e., Swedish) and social service providers who serve low-income communities, as well as non-English speaking residents, to organize at least two events per year to help educate the community on ways in which preventive care can avoid high medical costs long-term. Consider leveraging other events, such as resource fairs.

Start Date: Quarter 2, 2022 | Revision and target date: December 2024

2.3. Support innovative and creative programs designed to enhance existing behavioral health services in Issaquah, to help create new services, or help prevent behavioral health conditions from worsening. (i.e., volunteer navigator services, preventive mental health services, mental health aid training for parents, private and public employees, etc.)

Provide quarterly (up to 8 hours annually) technical assistance and guidance to grassroots efforts and/or established organizations, as new and innovative ideas are brought forward that can help address the physical and behavioral health needs in Issaquah.

Start Date: Quarter 1, 2022 | Revision and target date: December 2024

2.4. Create a community behavioral health crisis response model that is specific to the needs of the community in Issaquah.

Convene a working group comprised of Issaquah first responders (Police and Eastside Fire & Rescue), Human Services staff, and other relevant stakeholders, at minimum quarterly, to implement legislation changes and revise behavioral health crisis response protocols.

\$\$ Expand the Behavioral Health & Homeless Outreach program to effectively support the first responders and the community by ensuring, at minimum, daily staff coverage and implementation of a co-response service model.

Start Date: Quarter 4, 2021 | **Revision and target date:** December 2022



Focus Area #3: Housing Continuum (Housing Affordability and Homelessness)

Focus Area #3: Housing Continuum (Housing Affordability and Homelessness)

This Focus Area includes services that help promote housing security for residents who are housing cost burdened, low-income community members, seniors, persons with disabilities, and those at risk of becoming homelessness, as well as services that directly address and respond to homelessness. Since this plan addresses Human Services, housing capacity, planning and development of affordable housing units are not included.

Community Need # 3 A: Housing Affordability for Residents Who Are Cost Burdened.

Strategic Approach #3 A: Residents working in minimum wage jobs, those with limited family and social supports, and residents who rent are the most impacted by housing affordability.

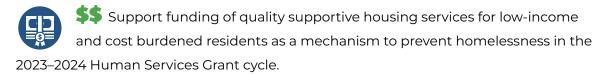
About a third of all Issaquah households are cost burdened, paying more than 30% of their income on rent or mortgage payments and 14% of households are severely cost burdened paying over 50% of their income for housing expenses (Issaquah Annual Housing Report Card 2020).

Goal #3 A: Expand & support services that stabilize housing security and prevent homelessness.

Strategic Approach #3 A: Identify resources and service providers that help residents build their own skills and capacity to provide for their own housing security. Identify resources that focus on long-term solutions, rather than limited, short-term interventions.

Strategic Actions:

3.1. Facilitate education and support implementation of supportive housing services in low-income housing developments.





Facilitate and support at least one annual training for supportive housing providers on effective interventions to support low-income housing residents.

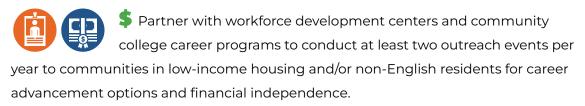
Start Date: Quarter 3, 2022 | Revision and Target date: December 2024

3.2. Identify and promote financial planning services for residents.

\$ Recruit at least one financial professional or non-profit partner with interest in offering financial planning services to Issaquah residents who have low-income and/or lack knowledge of the financial systems in place. Support, promote, and connect such services to residents in need, through the non-profit network, social media, or the quarterly resource fairs, at minimum on a quarterly basis.

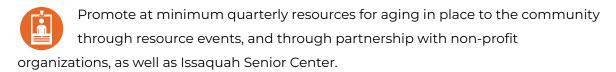
Start Date: Quarter 3, 2022 | Revision and Target date: December 2024

3.3. Identify and support workforce development/continuing education options that promote career advancements as a way to stabilize income & housing.



Start Date: Quarter 1, 2022 | Revision and Target date: December 2024

3.4. Coordinate with regional entities and make available resources that promote aging in place. (i.e., KC tax credit, home repair programs, transportation, etc.)



\$\$ Support funding of programs that provide home repairs and modifications that assist with aging in place independent living during the 2023–2024 grant funding cycle.

Start Date: Quarter 1, 2022 | **Revision and Target date:** December 2024

3.5. Continue to support emergency financial assistance programs and partner to identify long-term solutions.

Support one emergency financial assistance provider per quarter in working with residents on long-term goals and connect them with financial planning, workforce development or other resources with long-term impact. Prioritize funding on programs that focus on long-term solutions in addition to short-term financial assistance.

Start Date: Quarter 3, 2022 | Revision and Target date: December 2024

Community Need #3 B: Limited resources for community members who are homeless.

Individuals who are homeless have limited-service options in Issaquah and have difficulties accessing the regional day centers and shelters due to capacity issues, and especially during inclement weather, as bus transportation is not available. Many are reluctant to leave for shelters or other services regionally as they identify this area as their home.

Goals #3 B: Identify and implement effective ways to respond to homelessness.

Strategic Approach #3 B: Explore partnership opportunities with other non-profit organizations, private businesses, faith-based communities, neighboring jurisdictions, King County Regional Homelessness Authority (KCRHA), community members, residents, and volunteers to identify resources that can help implement effective and innovative strategies to respond to homelessness. Prioritize services that address root causes of homelessness. Develop local services to respond to homelessness. Partner with City Council to update and create new legislation.

Strategic Actions:

3.6. Convene and facilitate a local community partnership workgroup to address homelessness response in Issaquah.

Invite community advocates and volunteers, faith-based leaders, and local services providers to meet monthly to discuss homeless service updates, programmatic needs, identify resources and long-term options for an effective homelessness response in Issaquah. Invite the King County Regional Homelessness Authority (KCRHA) and other regional entities as applicable.

Start Date: Quarter 1, 2022 | Revision and Target date: December 2024

3.7. Help implement at minimum one of the following services in Issaquah that help respond to homelessness: day center, temporary, transitional, or permanent housing.

Provide quarterly technical assistance to programs and local providers actively working on housing options for homeless youth and/or adults and provide connections to regional resources. (e.g., The Garage- A Teen Café)

\$\$ Prioritize funding during the 2023-2024 Human Services Grant cycle for programs with innovative and timely strategies to help effectively respond to homelessness in Issaquah.

\$\$\$ Advocate and work with local & regional partners to create at minimum one local housing program (temporary, transitional, or permanent) for individuals who are homeless in Issaquah.

Start Date: Quarter 1, 2022 | **Revision and Target date:** December 2024

3.8. Facilitate community education on homelessness and poverty in Issaquah.

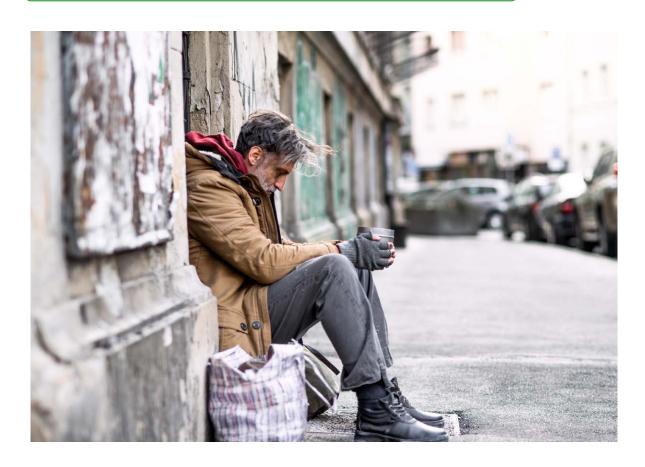
\$ Work with grassroots groups and local service providers, faith-based communities, and businesses to create at minimum one community-wide educational event per year on addressing the stigma of homelessness and poverty in Issaquah.

Start Date: Quarter 3, 2022 | Revision and Target date: December 2024

3.9. Implement policies to align homeless response and services with current legislation available.

S Work with the City administration and City Council to propose and update policies that address homelessness response in Issaquah. Make at minimum one legislation recommendation per year to City Council's consideration regarding homelessness response.

Start Date: Quarter 3, 2022 | Revision and Target date: December 2024



Focus Area #4: Language Access & Culture-Specific Services

Focus Area #4: Language Access and Culture-Specific Services

This Focus Area includes strategic actions meant to help promote respect and inclusion in the Issaquah community and help facilitate access to services for residents who are immigrants, refugees, or have a diverse cultural background.

Community Need #4: Language access and culturally specific services do not currently reflect the need within Issaquah.

With over 30% of Issaquah residents speaking another language than English, information about available community resources gets delayed or not shared at all with non-English speaking households. There is a lack of providers in human services that can speak and understand the culture for non-native residents to help navigate and obtain quality care and services. Many low-income residents, those who identify as LGBTIQA+, refugees, and people of color report feeling stigmatized, and some people of color feel less comfortable and safe in their neighborhoods.

Goal #4. Connect and engage with cultural community groups, support language access, and culture-specific services.

Strategic Approach: Support culture - specific organizations and culturally aware service providers. Expand opportunities for diverse cultural groups to take part in City services, events, and government work and expand Cultural Conversations that promote inclusion and education.

Strategic Actions:

4.1. Create opportunities for culture & language specific human services organizations to expand programs to Issaquah

(Please See Overarching Focus Area).

4.2. Increase translation, interpretation, and culture-specific services for effective communication with non-English community members.



S Expand volunteer programs that offer translation & interpretation services for Human Services programs by 25%.





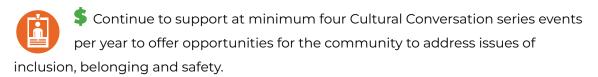
\$ Provide technical assistance and support funding during the 2023–2024 Human Services Grants cycle for cultural navigation services.



Actively engage at least one cultural or ethnic community group per quarter to explore ways to build and strengthen community connection.

Start Date: Quarter 3, 2022 | Revision and Target Date: December 2024

4.3. Expand Cultural Conversations that promote inclusion.





Start Date: Quarter 1, 2022 | Revision and Target Date: December 2024



Focus Area #5: Community Resources

This Focus Area includes strategic actions that help sustain existing community resources, and help residents connect to needed services. Community resources contain a wide range of supports that include but are not limited to basic needs, such as food, clothing, hygiene and first aid supplies, affordable childcare, educational and employment services, legal and dispute resolution services, technology access, transportation options for seniors, individuals with disabilities and low-income residents, etc.

Community Need #5: Limited Resources or Lack of Awareness of Resources Available.

Highest needs reported during the community engagement process regarding community resources included affordable and accessible childcare, basic needs and technology, employment services, increased transportation options for low-income and vulnerable populations, and a resource center located in Issaquah that could facilitate these resources. Communities also reported lack of awareness of existing resources available.

Goal #5: Facilitate access to community resources.

Strategic Approach #5: Support existing community resources, promote, and actively connect residents to existing and new services. Support a centralized system for sharing resources and the creation of community resource center for services.

Strategic Actions:

5.1. Promote existing services to the community and help connect residents to resources.

\$ Coordinate at least two community wide resource fairs per year (online and/ or in-person) to inform residents about existing resources and assist with service connection.

Convene Issaquah located social service providers and regional providers on a quarterly basis, to help coordinate services, and identify ongoing needs and solutions.

Start Date: Quarter 2, 2022 | Revision and Target Date: December 2024



5.2. Facilitate a coordinated system of collaboration between the Human Services Division, non-profit partners, and Issaquah School District, to help address disparities in basic needs, technology, and other resources.

Partner with Issaquah School District and engage in quarterly collaboration to help address disparities for students and their families. Connect the School District with regional Human Services jurisdictions based on school location.

\$\$ Support funding during the 2023–2024 Human Services Grants cycle for innovative services and programs that help address disparities for youth, families, seniors, and low-income communities in Issaquah.

Start Date: Quarter 1, 2022 | Revision and Target Date: December 2024

5.3. Support community resources that provide basic needs supplies, such as food, clothing, hygiene and first aid.

\$\$ Support funding during the Human Services 2023–2024 Human Services Grants cycle for community resources that provide basic needs, such as food and clothing, hygiene, and first aid services to the Issaquah community.

Start Date: Quarter 1, 2022 | Revision and Target Date: December 2023

5.4 Support existing organizations and promote additional resources for older adults.

\$ Support funding during the Human Services 2023-2024 Human Services Grant cycle for resources that are specific to seniors' well-being and communication connection that provides technology training, social supports and activities, transportation assistance, navigation of medical system, etc.

Start Date: Quarter 1, 2022 | Revision and Target Date: December 2023

Funding Process

Financial support of organizations providing services to community members is an important element of the City's overall approach to supporting human services in Issaquah. The City makes funding available to nonprofit service providers every two years through a shared request for applications with other cities in King County. The Human Services Staff and Human Services Commission work collaboratively to provide funding recommendations to the Mayor and City Council for adoption as part of the City's budget.

In addition to informing the Human Services Initiatives for the next five years, the Human Services Strategic Plan helps inform the funding priorities for the 2023-2024 grant cycle.

Based on the goals and strategic actions identified, the following prioritization criteria is proposed for deciding funding allocations:

1. Prioritize grant funding for the following:

- Expansion of services to Issaquah, such as behavioral health, childcare resources, services that support older adults and aging in place, culture-specific and language access services for residents who work minimum wage jobs, have low-incomes, are housing cost burdened, have disabilities, or live on fixed incomes/ retirement benefits.
- · Services that help address homelessness in Issaquah.

2. Continue and support funding for the following:

 Existing services in Issaquah such as basic needs, including meals, and food security, emergency financial assistance, supports for youth, families, and older adults.

- Existing regional services with focus on those providing behavioral health services, housing and homelessness, culture-specific and language access, and any other timely and relevant community resources, including but not limited to education, employment, legal resources, etc.
- Innovative projects that help address any of the priorities identified in the plan or support age specific populations, such as youth, seniors, working adults, non-English speakers, individuals with disabilities, or individuals who are homeless.

3. Consider seed funding for the following:

• Time-limited, or short-term interventions, events or projects, and other relevant community resources.

*Prioritize services that demonstrate commitment to equity, culture specific and language access services.

Partnerships & Connections

The City of Issaquah is looking to enhance its partnership with existing and new service providers to help consolidate a robust system of services that help serve the community in Issaquah, while maintaining ties to the broader regional system and help integrate services within the larger network in King County.



Measuring Success

Issaquah's Human Services Strategic Plan is focused on implementing meaningful outcomes for our community. The strategic actions are derived from the community needs and are intended as significant steps toward the achievement of our goals and vision for Human Services in Issaquah. Success measures provide quantifiable indicators to inform progress and guide continuous improvement.

- 1. Number of Human Services Program beneficiaries supported by the City Human Services Grants.
- 2. Percentage of Human Services Programs achieving one or more service unit goal.
- 3. Number of unduplicated individuals supported by the Issaquah Food and Clothing Bank.
- 4. Number of new Human Service organizations located or providing services regularly in Issaguah, in particular:
 - # of Behavioral Health providers
 - # of services for individuals who are homeless
 - # of Culture-specific and language access services
- 5. Number of Human Services providers engaged with to explore service provision in Issaquah. Percentage of providers who expand services in Issaquah as a direct result of engagement.
- 6. Creation of a multi-service resource center. Capacity of multi-services center. Number of residents served annually. Number of providers offering services.
- 7. Number of educational and advocacy events supported to help address wage gaps for non-profit workers, in particular childcare and non-profit organizations. Number of residents participating in events.
- 8. Number of community wide trainings on common behavioral health issues and resources, number of attendees, and satisfaction surveys. Percentage of residents reporting useful information as a result of trainings.
- 9. Number of resource fairs to promote services to the community, number of attendees. Percentage of participants who report the resource fair being beneficial.
- 10. Number of educational events on ways in which preventive care can avoid high medical costs long-term, and number of attendees. Percentage of participants who report increase in understanding of benefits of preventive care.

- 11. Number of agencies supported with technical assistance, and hours of technical assistance provided. Percentage of agencies reporting successful outcomes as result of technical assistance provided.
- 12. Established & consolidated an effective community crisis response mode with number of partners and set policies in place. Number of people helped annually in the program. Percentage of emergency call reductions for repeat behavioral health cases.
- 13. Annual training provided for supportive housing providers on effective interventions to support low-income housing residents, number of attendees and satisfaction surveys. Percentage of participants reporting increase in skills and knowledge as a result of the training received.
- 14. Identified resources for financial planning services for Issaquah residents who have low-income and/or lack knowledge of the financial systems in place.
- 15. Number of outreach events in partnership with workforce development centers and community college career programs to communities in low-income housing and/or non-English residents for career advancement options and financial independence. Number of participants served.
- 16. Number of resources promoted for financial planning and aging in place. Number of residents receiving assistance through the programs.
- 17. Number of emergency financial providers assisting residents with connection to long term services and number of residents receiving emergency financial assistance. Number of residents receiving emergency financial assistance.
- 18. Number of homeless individuals served with services implemented in Issaquah.

 Percentage of homeless individuals who are successfully connected with services needed. Percentage of homeless individuals who secure permanent housing.
- 19. Number of community-wide educational events on addressing homelessness and poverty in Issaquah. Number of residents participating in events. Percentage of participants who report gaining insight on the challenges of homelessness and poverty.
- 20. Number of policy recommendations regarding homelessness response. Number of policies recommended compared to number of policies adopted.
- 21. Number of cultural conversation events organized and number of attendees.

 Percentage of participants who report learning useful information during the events.

Next Steps

Issaquah's first Human Services Strategic Plan is intended to be a dynamic document that readjusts and evolves with the changing city and community needs.

Implementation of the Human Services Strategic Plan is scheduled to begin in the first quarter of 2022 with a first revision scheduled at the end of 2023, followed by another revision in 2024, at the end of the 2023–2024 human services funding cycle. The first revision in 2023 is proposed at the two-year mark following the creation of the plan, to provide for opportunities to adjust measures and evaluate metrics, progress, and community needs.

This work would not have been possible without the commitment and support of the tireless social service providers, volunteers, faith-based organizations, and grassroots groups coming together to look for options to better the lives of our fellow community members.

Quarter 1 2022
Implementation of the Human
Services Strategic Plan

Quarter 4 2024
Second Revision after 2023–2024
Human Services funding cycle

Quarter 4 2023 First Revision

Implementation of the Human Services Strategic Plan is scheduled to begin in the first quarter of 2022 with a first revision scheduled at the end of 2023, followed by another revision in 2024, at the end of the 2023–2024 Human Services funding cycle. The first revision in 2023 is proposed at the two-year mark following the creation of the plan, to provide for opportunities to adjust measures and evaluate metrics, progress, and community needs.

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Non-Profit Organizations

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Issaquah Christian Church, Pastor Aaron Bauer

Issaquah History Museum, Erica Maniez Executive Director

Issaquah Public Library, Ann Crewdson *Children's Specialist*; Jessica McClinton Lopez *Teen*

Services Librarian; Karla Anderson Adult Services Librarian; Kirsten Corning Librarian Services Manager

Issaguah Residents, YWCA Family Village, Hutchison Apartments

Issaquah School District Food Services, Brian Olson Director Food Service

Issaquah School District Student Interventions and Equity Program, Alaina

Sivadasan Executive Director of Equity; Pam Ridenour Director of Student Interventions

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Lucrecia Choto, Alternate member

Manny Brown, Regular member

Patricia Sadate-Ngatchou, Vice Chair

Sarah Soriano, Regular member

Susan Leonelli, Chair

Trish Bloor, Regular member



Appendix A - Service Gaps

Services located in Issaquah	Children & Youth	Working Adults	Seniors	Language Access for Non-English Speakers, Immigrants, Refugees	Culture-specific Services	Persons who are Homeless
Behavioral Health Prevention & Education	Influence the Choice	х	х	х	х	х
Outpatient Behavioral Health Treatment	Friends of Youth	х	х	Friends of Youth	х	х
Behavioral Health Emergency Room (entry point only for inpatient treatment)	Swedish Hospital Emergency Room	Swedish Hospital Emergency Room	Swedish Hospital Emergency Room	Swedish Hospital Emergency Room	×	Swedish Hospital Emergency Room
Inpatient Behavioral Health Treatment	×	×	×	×	×	х
Medical Services	Swedish Hospital	Swedish Hospital	Swedish Hospital	Swedish Hospital	x	Swedish Hospital
Emergency Shelters/Day Centers/Other Temporary Housing	х	х	х	х	х	х
Transitional Housing	Acres of Diamond (Serving Homeless women with children)	Acres of Diamond (Serving Homeless women with children)	х	х	х	Acres of Diamond (Serving Homeless women with children)
Supportive Housing	Imagine Housing (also serving families with children) YWCA Family Village (also serving families with children)	Imagine Housing (also serving families with children) YWCA Family Village (also serving families with children)	Hutchinson House Imagine Housing	Hutchinson House Imagine Housing	X	X

Appendix A - Service Gaps

Services located in Issaquah	Children & Youth	Working Adults	Seniors	Language Access for Non-English Speakers, Immigrants, Refugees	Culture- specific Services	Persons who are Homeless
Housing for Individuals with Disabilities	х	Alpha Supported Living Services Life Enrichment Options	х	х	×	х
Rental and Utility Assistance (Emergency Financial Assistance)	Issaquah Community Services St. Vincent de Paul (also serving families with children)	Issaquah Community Services St. Vincent de Paul	Issaquah Community Services St. Vincent de Paul	х	х	х
Meals	х	Issaquah Meals Program- Catholic Community Services Community	Issaquah Meals Program- Catholic Community Services Community	х	х	Issaquah Meals Program- Catholic Community Services
Basic needs	Eastside Baby Corner Issaquah Food & Clothing Bank	Eastside Baby Corner Issaquah Food & Clothing Bank	Issaquah Food & Clothing Bank	Eastside Baby Corner Issaquah Food & Clothing Bank	х	Eastside Baby Corner Issaquah Food & Clothing Bank
Well-Being and Social Programs	The Garage Teen Café	x	Issaquah Senior Center Eastside Friends of Seniors	x	Issaquah Cultural Circle (Latino Club)	x
Employment services	×	At Work The Tavon Center	×	×	х	х
Legal Services	Eastside Legal Assistance Program King County Bar Association Pro Bono Services	Eastside Legal Assistance Program King County Bar Association Pro Bono Services	Eastside Legal Assistance Program King County Bar Association Pro Bono Services	Eastside Legal Assistance Program King County Bar Association Pro Bono Services	x	Eastside Legal Assistance Program King County Bar Association Pro Bono Services
Language Access and Cultural services	Cultural Bridges, Issaquah Schools Foundation Issaquah Cultural Circle	Cultural Bridges, Issaquah Schools Foundation Issaquah Cultural Circle	Issaquah Cultural Circle (Latino Club)	Cultural Bridges, Issaquah Schools Foundation Issaquah Cultural Circle	Issaquah Cultural Circle (Latino Club)	x

Appendix B - Human Services Implementation Workplan

Strategic Actions	2022	2023	2024
1.1 Create opportunities for service providers to expand programs to Issaquah, prioritizing behavioral health providers, services that help address homelessness, and culture & language specific organizations.	 Contact service providers to explore expansion to Issaquah. Explore rent subsidies. Explore locations for resource center. 	 Continue work with service providers regarding expansion. Identify rent subsidies. Identify location and implement action. 	 Continue work with service providers regarding expansion. Review progress & adjust actions as needed.
1.2 Support non-profit workforce development and continuing education (especially in behavioral health and childcare)	 Support funding for programmatic capacity during the 2023-2024 Human Services grant funding cycle. Two educational events on non-profit systemic changes. 	 Two educational events on non-profit systemic changes. Review progress & adjust actions as needed. 	Continue educational events on non-profit systemic changes based on progress and updated needs.
2.1 Conduct community educational events that provide tools for coping with emotional difficulties (in collaboration with behavioral health partners).	One behavioral health community wide training.	 One behavioral health community wide training. Review progress & adjust actions as needed. 	Continue behavioral health community wide training based on progress and updated needs.
2.2 Conduct community events to help educate residents on the importance of preventative care to help decrease high utilization of Emergency Room visits (in collaboration with medical partners).	Two awareness training sessions on preventative care for low-income households.	Two awareness training sessions on preventative care for low-income households.	 Two awareness training sessions on preventative care for low- income households. Review progress & adjust actions as needed.
2.3 Support innovative and creative programs designed to enhance existing behavior health services in Issaquah, to help create new services, or help prevent behavior health conditions from worsening.	Provide technical assistance for innovative grassroots efforts that address the physical and behavioral health needs.	Provide technical assistance for innovative grassroots efforts that address the physical and behavioral health needs.	 Provide technical assistance for innovative grassroots efforts that address the physical and behavioral health needs. Review progress & adjust actions as needed.
2.4 Create a community behavioral health crisis response model that is specific to the needs of the community in Issaquah.	 Convene a community crisis response group in Issaquah. Expand the Behavioral Health & Homeless Outreach to provide daily service coverage. Review progress & adjust actions as needed. 	 Crisis response model – implementation continued based on updated needs. Review progress & adjust actions as needed. 	 Crisis response model – implementation continued based on updated needs. Review progress & adjust actions as needed.

Appendix B - Human Services Implementation Workplan

Strategic Actions	2022	2023	2024
3.1 Facilitate education and support implementation of supportive housing services in low-income housing developments	 Training on effective interventions for supportive housing providers. Prioritize funding during the 2023-2024 Human Services Grant cycle for supportive housing services 	Training on effective interventions for supportive housing providers.	 Training on effective interventions for supportive housing providers. Review progress & adjust actions as needed.
3.2 Identify and promote financial planning services for residents with low incomes.	 Identify and recruit financial planning services for low-income households. Promote & connect financial planning services to low-income households. 	Continue to identify and recruit financial planning services for low-income households. Promote & connect financial planning services to low-income households.	Promote & connect financial planning services to low-income households. Review progress & adjust actions as needed.
3.3 Identify and support workforce development/ continuing education options that promote career advancements to stabilize income & housing.	Partner with workforce development centers & community college programs.	pment centers & outreach and	
3.4 Coordinate with regional entities and make available resources that promote aging in place.	 Promote existing resources for aging in place. Prioritize funding during the 2023-2024 Human Services Grant cycle for home repairs services for aging in place. 	Promote existing resources for aging in place.	 Promote resources for aging in place. Review progress & adjust actions as needed.
3.5 Continue to support emergency financial assistance programs and partner to identify long-term solutions. Support emergency financial assistance providers in working with residents on long-term goals. Prioritize funding during the 2023-2024 Human Services Grant cycle for programs that focus on long-term solutions.		Connect emergency assistance providers with long-term financial planning and workforce development resources for assisting residents with long-term financial options.	 Implement long- term goals as part of the emergency financial assistance program. Review progress & adjust actions as needed.
 3.6 Convene and facilitate a local community partnership workgroup to address homelessness response in Issaquah. Monthly homeless response meeting with stakeholders. Identify priorities, partners, and resources. Begin community conversations. Identify ways to access resources. 		 Monthly homeless response meeting with stakeholders. Continue community conversations. Begin addressing priorities and continue to identify resources. 	Continue engagement with stakeholders and response to homelessness. Review progress & adjust actions as needed.

Appendix B - Human Services Implementation Workplan

Strategic Actions	2022	2023	2024
3.7 Help implement at minimum one of the following services in Issaquah that help respond to homelessness: day center, temporary, transitional, or permanent housing.	 Quarterly technical assistance to providers actively working on housing options. Prioritize funding during the 2023-2024 Human Services Grant cycle for programs addressing homelessness. Work with partners to create a local housing program for persons who are homeless. 	 Continue quarterly technical assistance to providers actively working on housing options. Continue working with partners to create a local housing program for persons who are homeless. 	 Continue quarterly technical assistance to providers actively working on housing options. Continue working with partners to create a local housing program for persons who are homeless. Review progress & adjust actions as needed.
3.8 Facilitate community education on homelessness and poverty in Issaquah	Create one community-wide educational event on the stigma of homelessness and poverty in Issaquah.	One community-wide educational event on the stigma of homelessness and poverty in Issaquah.	One community-wide educational event on the stigma of homelessness and poverty in Issaquah. Review progress & adjust actions as needed.
3.9 Implement policies to align homeless response and services with current legislation available.	Conduct inventory of existing policies. Begin updating City policies on response to homelessness.	Make legislation recommendation for City Council's consideration regarding homelessness response.	 Make legislation recommendation for City Council's consideration regarding homelessness response. Review progress & adjust actions as needed.

Strategic Actions	2022	2023	2024
4.1 Increase translation, interpretation, and culture-specific services for effective communication with non-English community members.	 Expand volunteer programs offering translation and interpretation services. Actively engage with one cultural or ethic community group per quarter to strengthen connection. Support funding during the 2023-2024 Human Services Grant cycle for cultural navigation services. 	Support volunteer programs offering translation and interpretation services. Continue to engage with one cultural or ethic community group per quarter to strengthen connection.	 Continue to support volunteer programs offering translation and interpretation services. Continue to engage with one cultural or ethic community group per quarter to strengthen connection. Review progress & adjust actions as needed.
4.2 Expand Cultural Conversations that promote inclusion.	 Coordinate four Cultural Conversation series events per year to address issues of inclusion, belonging and safety. Support grassroots efforts that can expand meaningful community dialogue. 	 Coordinate four Cultural Conversation series events per year to address issues of inclusion, belonging and safety. Support grassroots efforts that can expand meaningful community dialogue. Review progress & adjust actions as needed. 	Expand and adjust cultural conversations based on updated community interest and needs.
4.3 Create opportunities for culture & language specific human services organizations to expand programs to Issaquah.	Addressed in overarching community needs.		
5.1 Promote existing services to the community and help connect residents to resources.	 Coordinate two community resource fairs per year to promote existing resources and assist with service connection. Convene social service providers quarterly to coordinate services. 	 Coordinate two community resource fairs per year to promote existing resources and assist with service connection. Convene social service providers quarterly to coordinate services. 	 Coordinate two community resource fairs per year to promote existing resources and assist with service connection. Convene social service providers quarterly to coordinate services. Review progress & adjust actions as needed.
5.2 Facilitate a coordinated system of collaboration between the Human Services Division, Issaquah School District, and non-profit partners to help address disparities in basic needs, technology, and other resources.	 Establish quarterly collaboration to help address disparities for students and their families. Support funding during the 2023-2024 Human Services Grants cycle for innovative programs that help address disparities. 	Quarterly collaboration to help address disparities for students and their families.	 Quarterly collaboration to help address disparities for students and their families. Review progress & adjust actions as needed.
5.3. Support community resources that provide basic needs supplies, such as food, clothing, hygiene and first aid.	Support funding during the Human Services 2023-2024 Human Services Grants cycle for community resources that provide basic needs services.	Review progress & adjust actions as needed.	Continue support as needed based on updated community needs.
5.4 Support existing organizations and promote additional resources for older adults. Support funding during the Human Services 2023-2024 Human Services Grant cycle for resources that are specific to seniors' well-being.		Facilitate connection that provides technology training, social supports and activities, transportation assistance, navigation of medical system, etc.	Review progress & adjust actions as needed.

Appendix C - Issaquah Community Needs by Population Children and Youth

Children and Youth

About a quarter of the Issaquah population represents 18 years old and under with reports of increase mental health distress (depression and anxiety), suicidal ideation/attempts, substance use (alcohol and vaping) housing insecurity, bullying and insufficient resources for intervention and parental education/support. According to the King County Public Health, between August-October 2021 the age group to most frequent the emergency department for suicidal ideation and attempts were between 10-18 years old. Youth of color, minorities, and LGBTQ+ experience higher rates of bullying and racism; 20% of students from Issaquah Middle School report being bullied and more than half of LGBTIQA+ youth in King County reported depression (2021-2022 King County Community Needs). There were 172 reported homeless students in the Issaquah School District in 2019 (McKinney-Vento Data) and from the 2020 King County Point in Time Count, 19% of those homeless were under 18 years old.

Working Adults

There are approximately 29,060 adults living in the city of Issaquah, with the average age of 37.6 years old, and with 7.7% living in poverty. Of the total population 71.5% participate in the labor force, of which 68.6% are employed and 4% unemployed (US Census 2020). The majority of adults are house owners (61%) but the rate of renters has been increasing (6% increase from previous year). About a third of all Issaquah households are cost burdened, paying more than 30% of their income in rent or mortgage payments, while 14% of households are severely cost burdened paying over 50% of their income for housing expenses. There is a need for affordable and convenient childcare options, the average annual price of child care for one infant outside Seattle city limits ranges between \$13,299 and \$16,604, which represents 13.2%- 15.9% of Median Income, for a married parent with children & 38.4%- 45.2% of Median Income for a single parent with children (2019 Report- The US and the High Price of Child Care). There are limited or non-existing after-school programs in low-income communities. There is an increased level of stress among adults. Individuals with annual income of less than \$15,000 per year and African American residents reports higher frequency of mental distress. (Public Health - Seattle & King County). According to SAMHSA there are no substance use treatment centers in Issaguah that accept public insurance. There is one treatment facility that accepts private insurance or cash payment (Lakeside Milam).

Appendix C - Issaquah Community Needs by Population Children and Youth

Older Adults

Older Adults (65 years or older) represent about 13% of the Issaquah population, which has been increasing consistently over the last 5 years. About half of older adults in Issaquah live alone, over 1,600 older adult households are cost burdened, and approximately 18% live in poverty. 16% of Issaquah older adult households do not have access to a vehicle. Increased loneliness and social isolation due to the COVID-19 pandemic have been recognized as public health problems, a bigger health hazard than obesity or smoking. The effects of loneliness put people who are less socially connected at higher risk of premature death.

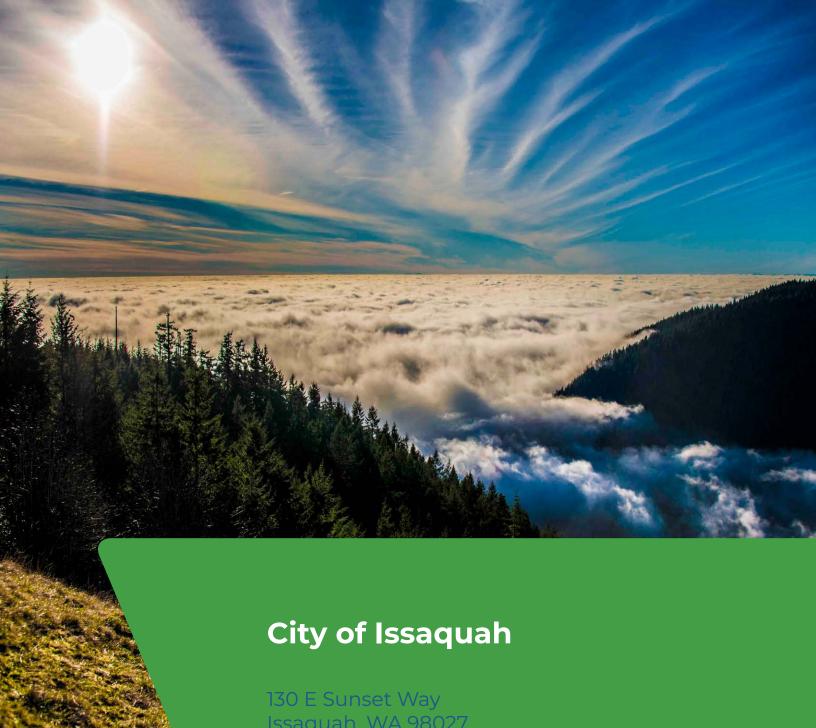
Non-English Speaking, Immigrants, Refugees

Issaquah population is becoming more diverse; White, not Hispanic or Latino (61.4%), Asian (23.15%), African American (2.11%), two or more races (5.31%), and other (3.62%). 14.25% of residents are not US citizens; of those not born in the United States, the largest percentage are from Asia. 30.51% of Issaquah residents speak a language other than English. The non-English languages spoken by the largest population groups are Asian and Pacific Island languages, spoken by 13.53% of the population, followed by Hispanic/Latino population, which represents 9% of the city's demographics. Of the total Asian and Pacific Island languages speaking households in Issaquah, 20% have limited English proficiency. Of the total Spanish speaking households in Issaquah, 14% have limited English proficiency (US Census). Translated information doesn't always get to non-English speaking households. There is a lack of providers in human services that can speak and understand the culture for non-native residents to help navigate and obtain quality care and services. English as a Second Language (ESL) classes are not available at convenient times or do not have supports like transportation and childcare. 18% of older adults living in Issaquah do not speak English (American Communities Survey – ACS). Aging adults from immigrant families do not want to burden their families and often refuse preventive care.

Appendix C - Issaquah Community Needs by Population Children and Youth

Individuals Experiencing Homelessness

An individual experiencing homelessness can be defined as someone who lacks fixed, regular, and adequate nighttime residence. The East King County 2020 Point in Time Count identified over 1,032 individuals experiencing homelessness and the McKiney-Vento 2019 Data identified 172 students experiencing homelessness in the Issaquah school district. In Issaquah homeless encampments often occur out of sight in natural areas and parks. There is no local day-center or a winter warming shelter for individuals who are homeless. Issaguah does not have local shelters or day centers to provide transitional housing or other needs for individuals who are homeless (City of Issaquah Services Inventory, 2019 and Issaquah Community Needs Assessment, 2021). The Issaquah Behavioral Health and Outreach Coordinator made connection with 52 individuals who are homeless in Issaquah in 2021. Of those, 60% reside outside in camps or streets, 21% in vehicles and 9.5% in temporary shelter and/or couch surfing. From interviews with individuals experiencing homelessness in Issaquah, many express they see Issaquah as their community and do not want to leave the area for shelter/services and would rather continue living outside than leaving. Most of the individuals interviewed reported they would be interested in permanent supportive housing in Issaguah if it was available. There is a lack of prevention and self-sufficiency services in Issaquah with the demand for emergency assistance programs exceeding resources and capacity and no education or long-term employment programs to help people out of poverty and homelessness. Local providers of emergency financial assistance limit their assistance to residents in need to maximum twice per year to ensure resources reach more people.



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